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I Can't Get No, Satisfaction: A Critical Application of Job
Satisfaction

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Abstract

The thesis explores the sampling bias in organizational psychology and how it has led to underdeveloped conclusions on human behavior in regards to job satisfaction. Through evaluating the history of job satisfaction as well as its definitions and methods of measurement, the thesis provides an in depth analysis of job satisfaction as a concept in regards to its origins and advancements. This history is then used in order to show how a sampling bias of workers in Western countries and executive positions, make up the theories and phenomena's that we have been able to conclude about job satisfaction today.

Thus an evaluation of how different countries and cultures interpret measurements of jobs satisfaction, in this case, the JDI, is used in order to show why Non-Western countries such as Jordan present unique cases that may not apply to the theories that organizational psychology has concluded in the past. Two-rounds of back translation are conducted where the JDI is translated from English to Arabic and back to English in order to provide insight on how this validated measurement of job satisfaction can be misinterpreted by a Jordanian audience.

The thesis then concludes with a solid starting point for researching job satisfaction in Jordan. Where the addition of a Jordanian sample can help build the bridge between the existing limited theories and those that can be validly tested to do so now. Therefore, the aforementioned sampling biases can be amended to include a more global and accurate representation of the workforce.

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Preface

As an international student at Drew University. I very much look at the time between graduating high school and starting college as a period of personal growth. After having lived the majority of my life in Jordan, and thereafter moving to the United States, I found myself constantly trying to adapt to my new environment. This became especially apparent when talking to my American friends where everything from the signs on the side of the road to everyday pleasantries sparked conversation and would lead to us comparing our different cultures and experiences.

This period of constant learning and reflecting has helped me develop a keen interest in the way my country, Jordan, compares to the United States across many fields. While I was able to gather some information on the differences in food, day to day life, traditions, and laws through my observations, one thing that I could never fully grasp was how working life differs between both countries. This, in turn, led me to the topic of job satisfaction towards which I've always an affinity. Job satisfaction reveals a lot about the state of one's life in regards to status, financial security, identity, outlook, and feeling of fulfillment.

The comparisons I was able to make over the last three years are what sparked a curiosity that can only come from experiencing life across cultures. As the world becomes more globalized and academics attempt to make conclusions on human insights and behavior a cross-cultural approach to research is key in providing complete and unbiased theories and results. Thus the combination of both my past experiences and my current recognition of the importance of a global approach is what set me on the path to learning about job satisfaction in regards to Jordan.

Introduction

What started as a thesis with the aim of providing a definitive answer to whether Jordan or the United States have higher rates of job satisfaction, ended as a critique of what we believe we know the about theories of job satisfaction within the field of organizational psychology. Through the evolution of this thesis, I discovered that in order to answer the aforementioned question, past mistakes in regards to sampling and research must be acknowledged and a set path to improving our view of the world globally must be implemented.

In the coming chapters, I identify the emergence of job satisfaction as a concept within the history of organizational psychology, a history that is critical in defining what job satisfaction is. Thereafter, I introduce the different methods used to measure job satisfaction as well as how these methods and measures have evolved over time so as to create phenomena's, redefining the concept as well as boarder theories of human behavior.

Subsequently, a critical review of the methods, as well as the limited and biased sampling methods, is identified in order demonstrate that our purportedly definitive understandings of job satisfaction, may not be so definitive after all. Where biases in sampling certain executive occupations and Westernized countries have lead researchers to believe that certain overarching and general theories on job satisfaction are not limited in their application to human beings regardless of geography or status.

These criticisms are then used to demonstrate that the *Job Description Index* (JDI), while a prime measure of evaluating job satisfaction, cannot be directly applied to non-Westernized countries due to inaccuracies in interpretation. Instead, such measures must be translated to through extensive linguistic and cultural alterations. The resulting translation

provides a starting point of what needs to be done in order begin to measure the job satisfaction in Jordan, as well as any other non-Western country for that matter.

Chapter One: A Brief History of Job Satisfaction:

The emergence of *job satisfaction* as a concept can be traced back to the early 1900's. Whereas while previous studies on employee productivity had begun to emerge, an overall measurement assessing employee attitudes was yet to be developed.

The Hawthorne experiments were some of the most notable early series of experiments that paved the way for subsequent studies of job satisfaction. In the late 1920s and early 1930s, an experiment at Western Electric factory in Hawthorne, Chicago assessed how physical conditions affected the productivity of workers (Levitt, List. 2011:228). Under the supervision of renowned psychologist and organizational theorist Elton Mayo, the experiment revealed that while specific changes in the working environment, (i.e. lighting, working hours, and breaks) had a direct, measurable effect on productivity, social factors such as attention and concern from managers led to more productivity (ibid).

These experiments "roughly coincided" with the publication of Robert Hoppock's remarkable book *Job Satisfaction* (1935) (Judge. 2001:25). The book, which was "published in an era when job satisfaction had yet to be the subject of much scientific research," along with the Hawthorne experiments have been credited as the start of the human relations movement and signaled the beginning of the study of job satisfaction (Bowling et al, 2015:109) (Judge. 2001:28).

How is Job Satisfaction Defined?

The 1930s continued to be a milestone decade for job satisfaction. While the Hawthorne experiments were being conducted and Hoppock's book was being written, the question of how to define job satisfaction began to emerge.

One of the earliest definitions of job satisfaction can be accredited to Fisher and Hanna (1931), who described it as "a product of non-regulatory mood tendency" (Zhu. 2013:293). This definition continued to evolve over time. In 1971, the article "Measuring the Job Satisfaction of Industrial Salesmen" by Churchill, refined job satisfaction as an operational definition, a definition used to describe a concept in terms of how it plans to measure said concept, in which he described "work-related affection states covering five aspects, namely the supervisors, the jobs, the work colleagues, the compensation, and the promotion opportunities" (Zhu. 2013:293)

This, in turn, led to the development of the most frequently used definition of job satisfaction in organizational research (Judge & Klinger. 2008:394). In an extensive review, Locke (1976) found that as of 1973 over 3,300 studies on job satisfaction had been published and was thus able to define job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Judge. 2008:395) (Judge. 2001:27).

While Locke's definition continues to be the most cited (Judge & Klinger. 2008:394). Evolving and more extensive research have in turn pushed the definition of job satisfaction as well. Job satisfaction used to be assessed through the perspective of needs having to be fulfilled, i.e. psychological and physical needs, whereas now researchers have begun to concentrate their attention on the cognitive process meaning that attitudinal perspectives have become more prevalent (Spector. 1997). In other words, as our understanding continues to

grow research has evolved from viewing job satisfaction as a list of needs to be met, and into a cognitive understanding of why these needs to be met and how different attitudes and perspectives affect the way we view these needs.

This development has led to more recent and popular definitions by the likes of Scott (2006), who, based on Locke have expanded the definition and state,

"Job satisfactions are multidimensional psychological responses to one's job. These responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfactions refer to internal cognitive and affective states accessible by means of verbal—or other behavioral—and emotional responses" (Scott, Judge. 2006:624).

In sum; While various experts may disagree upon a precise interpretation it remains to be true that Locke's 1976 definition is the most agreed upon (Judge et al. 2017:293). This interpretation of job satisfaction continues to be the most cited and used today however, it is important to note that job satisfaction has constantly evolved through time and as the nature of jobs and working life changes so might this definition. Thus while presently Locke effectively defines job satisfaction the concept may still be up for interpretation in the future.

Chapter Two: Construct and Surveys of Job Satisfaction

Deciding upon a specific method that can effectively measure job satisfaction comes with its own challenges "job satisfaction is usually measured with interviews or questionnaires" (Spector. 1997:5). Surveys and questionnaires are used more often than interviews as standardizing and quantifying survey answers is much easier than dealing with the extensive qualitative nature of interview responses (Spector. 1997:5).

Researchers tend to use existing surveys and scales in order to adequately measure job satisfaction. A number of carefully created surveys have been developed and tested repeatedly for validity and reliability so as to ensure consistent and dependable results. As the surveys continue to be used, averages are created that researchers can use to compare and interpret their own results (Spector, 1997: 5).

The Job Descriptive Index (JDI), Job in General Scale (JIG), and Brayfield and Roth's (1951) job satisfaction survey are the most used widely used job satisfaction surveys in present-day research. While the JDI represents a facet scale a, the JIG is a popular global satisfaction scale, Brayfield and Roth is also a global satisfaction scale representing a proven, validated scale for the overall measure of job satisfaction (Judge, Klinger. 2008:395).

The JDI is considered to be one of the "most popular facet scales among organizational research" and is one of the most "extensively validated employee attitude survey measures"(Spector. 1997:12) (Judge & Klinger. 2008:397). It consists of five facets specifically - work pay, promotion, supervision and coworkers. Although the scale only contains these five facets, they are the ones that are most frequently addressed. Moreover, by 1981 over 100 published studies were found to have used JDI, suggesting that there is considerable data available for researchers looking to use the scale (Spector. 1997:14).

The JIG, on the other hand, is a global survey, meaning that it asks employees how satisfied they are with their jobs in general rather than in terms of specific facets (e.g., pay). The JIG is formatted much like the JDI and consist of 18 items Each item is an "adjective or short phrase about the job in general rather than a facet", the responses are also similarly formatted as (yes) agree, (no) disagree or (?) unsure. In regards to validity, the scale was reported to have an "internal consistency of .91 to .95 across several samples" meaning that it had a fairly strong internal consistency, it also correlated well when looking at other job satisfaction global measures (ibid).

Lastly, the Brayfield and Roth (1951) survey also measures overall job satisfaction and continues to be used and modified by researchers today. For example, a version of the scale that includes 5 items is used by Judge, Bono and Locke (2000):

1. I feel fairly satisfied with my present job.
2. Most days I am enthusiastic about my work.
3. Each day at work seems like it will never end.
4. I find real enjoyment in my work.
5. I consider my job to be rather unpleasant.

This measure also has a reliable and strong internal consistency rate of .8 or above and has been used by the likes of Judge in a number of his studies (Judge, Klinger. 2008:397).

Thus, when looking at the process of measuring job satisfaction, it is important to note that surveys generally appears to fall under two categories, *faceted*, (e.g. JDI), or *global*, (e.g. JIC, Brayfield and Roth). Whereas global surveys measure overall job satisfaction, faceted surveys can be used to measure overall job satisfaction by either summing up all the facets or

measuring specific facets (i.e., as an index/score) or by measuring specific dimensions of job satisfaction. While "job satisfaction facets are correlated highly enough to suggest that they indicate a common construct", research has shown that "there may be little difference" when comparing results in both types of surveys, i.e. measuring job satisfaction by adding together the facet scores or by using the global scales (ibid). Together these three surveys show that while job satisfaction is measured in different ways, extensive use of the surveys in various studies has proven their reliability, and while each survey is distinct, similarities in content and construct can be found across the three of them (ibid).

In the following chapter advancements and more recent developments in conceptualizing and measuring job satisfaction are discussed in order to build upon aforementioned definitions and surveys Thus creating a complete past to present analysis of the evolution of job satisfaction and how we have come to our understanding of it as a concept today.

Chapter Three: Advancements

In order to evaluate the advancements in job satisfaction, one must not only examine how job satisfaction has changed, but also how history has changed the way we gather the information we now know, and what we have been able to learn about human psychology and how people feel about their jobs.

In terms of history, the Hawthorne experiments and Hoppock's book *-Job Satisfaction-* (1935) were previously noted as the birth of organizational psychology's interest in job satisfaction. However, taking a deeper look at the 1915-1945 war era the cornerstones of the study of job satisfaction can be more accurately identified. During this period, humans' attitudes towards their jobs were sparsely researched - E.L Thorndike (1917) was the first to publish an empirical study on job satisfaction in which he discovered that doing a job repeatedly, in his case grading printed compositions, had a direct effect on how much less satisfied employees were at the end of a 2-hour period than they were in the beginning, but also noted that there was no change in the quality of their performance (Judge et al. 2017:356). In short, repetitive work appeared to erode job satisfaction.

The early stages of job satisfaction also included a variety of different methods used in order to collect data. In *-Workers' Emotions in Shop and Home-* (1932), Brammer Hersey used emotional checklists that were distributed four times a day in order to assess railcar repair employee's performance. Hoppock himself used daily diaries, and "in an evocative and memorable approach that would not be used today, pictures and biographies of many of the workers he interviewed appear in his book" (Judge et al. 2017:360).

The Postwar Era of Job Satisfaction

During the postwar era of 1945-1960, the study of job satisfaction began to advance, where technology that was created during the Second World War was being developed in the

private sector and researchers were able to discover new trends in human behavior including their job satisfaction. For example, in 1943 Strong discovered that a person's job satisfaction could be linked to their vocational interests and how well they matched with their occupation. Researchers were also able to calculate correlations between turnover and job satisfaction (Weitz & Nuckols, 1955), as well as steps that could be taken in order to improve an employee's job satisfaction. These steps included allowing employees to participate in making decisions, enlarging jobs, and increasing self-direction (McGregor, 1957). Moreover, advancements measuring job satisfaction were also noted where Kunin (1955) created the Faces Scale in a step towards improving the methodology used in determining overall job satisfaction (Judge et al. 2017:360). This is due to the fact that a facet based approach to measuring job satisfaction can provide a more extensive representation of a worker's job by distinguishing various feelings associated with different facets. (Spector: 1997:7)

The Cognitive Era of Job Satisfaction

The "cognitive era" of 1960-1980 witnessed further progress in research on job satisfaction by increasingly looking at internal and external models of assessment. In other words, these models were now being quantified in order to mathematically demonstrate the positive attitudes associated with job satisfaction; an example of this is Locke's Value-Percept Theory (1969) which asserts that job satisfaction is dependent upon how an employee perceives their job supplies them with the things that they value. Rather than specifying specific work outcomes or correlates, this approach simply quantified the degree to which work satisfied a given individual's desires. These new mathematical representations were coined with the term *calculative perspective*, reflecting the emphasis of rationality in assessing job satisfaction (Ibid).

Moreover, the cognitive era also brought forth distinctions in demographics where age, gender, race, and employment status began to be researched as both moderating variables and direct correlations to job attitudes. While research regarding demographics was inconsistent, theoretical explanations surrounding why demographic differences change job satisfaction began to arise (Judge et al. 2017:361).

Human Relations Becomes Human Resources

Later on, between 1975 and 1990 the behavioral era saw job satisfaction develop beyond a general concern for employee happiness and into a formal subject that managers had to take into consideration. It was increasingly identified and proven to be a predictor of turnover with strong links to commitment and absenteeism (Ibid).

Contemporary Research on Job Satisfaction

Today, job satisfaction has significantly advanced as a tool for both management research, it has been shown to have a strong link to psychological wellbeing and job performance. This had led to job dissatisfaction and job satisfaction being studied on a number of different levels. An example of this is *Insomnia, Emotions, and Job Satisfaction: A Multilevel Study* (2006) in which the authors sampled 45 employees for three weeks and discovered that a predictor of insomnia is higher levels of job dissatisfaction as it leads to increased hostility and fatigue as well as less joviality and attentiveness (Scott. 2006). This study provides important implications for overall well-being as well as for managers, where more sleep and therefore job satisfaction can be increased by providing flexible schedules and reduced stress inducers such as extensive overtime.

Research on job satisfaction has also recently advanced in its efforts to recognize the importance of researching implications cross culturally, a study titled "Core self-evaluations in Japan: relative effects on job satisfaction, life satisfaction, and happiness" is an example of

this where a non-western culture, Japan, was researched (Picollo et al. 2005:965). Through this study it was discovered that "positive self-regard is a valuable predictor of satisfaction and happiness not only in individualistic cultures but in collective cultures" and that the US is rated amongst the most individualistic countries whereas Japan leans to be more collectivist than the US "but not as collectivist as other Eastern cultures"(978).

The Centrality of the Nature of Work

At its core, the concept of job satisfaction has been adapted in a way that suggests that the most important facet in evaluating satisfaction is the nature of the job itself. While opportunities, coworkers, promotions, pay etc... are significant factors, challenging and interesting work remains to be the most important job facet (Saari, 2004:395). This can be seen when looking at a study by Kovach (1955) where employees ranked interesting work as the number one most important job attribute and good wages as the fifth most important. On the other hand, managers ranked wages as the number one most important attribute and interesting work as the fifth most important (ibid).

The notion that a happy worker is a productive worker has also been challenged when examining the impact of job satisfaction on performance. The history of job satisfaction and the earliest literature found a weak correlation between satisfaction and performance where the relationship was called a "management fad" (Saari. 2004:398). More recently, however, researchers have been able to discover that the reason behind this weak correlation was the way in which researcher defined job performance. This definition, they discovered, should be expanded from performance appraisals to include important behaviors such as organizational citizenship behaviors. Once this definition is expanded and correlations are corrected for measurement and sampling errors "the average correlation between job satisfaction and job performance is a higher .30"(ibid). Moreover, when separating occupations by complexity,

professional jobs were found to have a higher correlation between satisfaction and performance than less complex jobs.

Life Satisfaction Spillover Effects

The related concept of life satisfaction has also been explored as a possible intervening or mediating variable. For example, researchers were able to identify three models, the first is where "job experiences spilled over into non-work life and vice versa" secondly "compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment and happiness in his or her non work life and vice versa", and lastly "segmentation, where job and life experiences are separated and have little to do with one another" (Ibid). People could be classified within these three models where a study conducted on U.S employees found that 12% of American's were looking for compensation within their work and non-work lives, 20% segmented their life and job experiences separately, and the majority of Americans, 68%, had their work and life experiences spill over into one another (Watanabe, Judge. 1994) (Saari. 2004:399).

The study also found that the relationship between life and job satisfaction is quite strong. Not only does one's job have a direct effect on your well-being in life, but one's life satisfaction also tends to affect how satisfied you are within you job (Ibid). This finding has been studied further in order to prove how job dissatisfaction could affect wellbeing psychologically. For example, events and activities within one's job such as loss of work have a direct link to depression. Tait, Padgett, and Baldwin (1989) found that life and job satisfaction have an average .44 correlation with one another demonstrating that there is a strong moderate relationship between the two variables (ibid).

You Have to Accentuate the Positive

It is interesting to note that the degree of spill-over between job and life satisfaction varies depending upon whether the spillover is positive or negative. Where positive spillovers linked to positive moods have a much more considerable effect than their counterpart, negative spillovers linked to negative moods, "For the relationship of mood to job satisfaction, it appears the spillover effects are ephemeral—only negative mood had more than a concurrent effect on job satisfaction"(Milkens, 1998:670).

These findings have further advanced our understanding of job satisfaction in terms of managers, their effects on employee job satisfaction, and why employers should care about their employees' work-life balance. Milliken, Martins, and Morgan's 1998 research found that "some organizations have decided to offer benefits such as flexible work options, job sharing, and dependent care services" precisely because they are shown to alleviate the burdens of stressful jobs on work-life balance (581). While it has been argued that organizations who offer these work-life balance programs have a higher percentage of women within their workforce, this assumption has not been supported as more women continue to enter the workforce (586). An assumption that has been better supported is the fact that "companies that offered flexible work options were more likely to have human resource executives who thought that work-family issues were likely to impact their company's productivity if left unaddressed"(590).

Thus, it is clear to see that job satisfaction has significantly advanced from the days of the Hawthorne experiment. Conflicting research throughout time has provided numerous theories and effects that have led to growing interest in the field, where managers and business executives continue to pay more attention to the dimensions of job satisfaction, and an attempt to correct findings is being made due to the inconsistency found in sampling

primarily Western developed countries. The application of these advancements and how they have been undercut due to the aforementioned sampling inconsistencies will be further discussed in the next chapter.

Chapter Four: The Mismeasure of Job Satisfaction

Extensive surveys and years of validity testing have demonstrated the reliability of certain survey results. In particular, critics have pointed out flaws in examining job satisfaction especially when it comes to correlations with production and sampling choices.

Happy Productive Workers

Firstly, the aforementioned Hawthorne Experiment, which paved the way for the study of job satisfaction, has been criticized for its "hypothesis" that "a happy worker is a productive one" (Spector. 1997) At the time, the literature on the subject was inconsistent and the link between the two constructs was unreliable if not weak, thus leading critics to conduct their own investigations. Two such critics, Iaffaldano and Muchinsky (1985), reviewed extensive literature on jobs satisfaction and concluded that performance and job satisfaction only had a correlation of .17 (a correlation under 0.3 is considered weak, between 0.3-0.7 is moderate, and higher than 0.7 as strong) (Dixon, et all. 2015:90). In fact, they noted, "most industrial organizational psychologists who write on the topic conclude that the relationship amongst constructs is trivial.". while other organizational psychologists went as far as to call the correlation "negligible" and "meager" (Dixon, et all. 2015:90).

However, several recent studies and have challenged such characterizations. In fact, a more recent and comprehensive study found 311 independent correlations between the two constructs. For example, a study by Judge, Patton, Thoreson, and Bono (2001) found that job satisfaction and job performance actually had a correlation of 0.3 after adjusting for measurement and sampling error. This value is much higher than that of Iaffaldano and Muchinsky (1985) and as such "contrary to previous reviews, it does appear that job satisfaction is moderately correlated to performance" thus showing that older studies might

have been poorly designed and while a consistent correlation does not exist across all studies the fact remains that the correlation is unignorably there (Spector. 1997).

Who's Being Left Out of the Picture

Secondly, when assessing sampling, it is evident that the fields of industrial and organizational psychology have not been able to include important segments of the workforce when measuring samples of job satisfaction (for example see X and Y). Most published works over represent salaried, executive employees and underrepresent laborers and wage earners, thus leading researchers to conclude that " this tendency is causing the organizational sciences to miss out on some important caveats to I-O theories, to misunderstand important phenomena, and to overlook phenomena that are defining experiences for many members of the labor market" (Bergman. 2016: 84). In other words, by overlooking certain segments of the workforce, the organizational sciences are findings not representative of the actual workforce and thus have questionable validity that hinders our understanding of job satisfaction and the labor market.

This disproportionate sampling has a significant impact on the information gathered on job satisfaction. According to the Bureau of Labor Statistics (2016), the ten largest occupations in the United States are non-managerial, retail salespersons being the largest with 4,582,550 employees followed by cashiers, combined food preparation and serving workers/fast food, office clerks, registered nurses, customer service representatives, laborers and freight, waiters, and lastly, janitors and cleaners. This disproportionate sampling has a considerable impact on our understanding of the labor market in the United States, the fact that the some of the occupations that make up the largest percentage of employees in the United States are being overlooked leads to incomplete information regarding our understanding of job satisfaction. In short, IO should ideally have a proportional sample of

occupations and industries however if it can only sample a portion of the workforce, the largest occupational groups ought to be sampled, not the smallest due to the fact that they are less representative of the entire workforce.

When looking at the labor market around the world, worldstatistics.org created a census using information from the World Bank and European Union. Thirty-five countries' occupational data revealed that Luxemburg had the highest proportion of employees holding positions categorized as professionals, legislators, senior officials, managers, technicians, and associate professionals with 57.2% (Bergman. 2016: 87). Whereas Cambodia only had 3.6% of employees as managerial/professional. This shows that the world labor market also tends to have a considerable, if not larger, population of underrepresented wage-earning workers(Ibid).

Thirdly, Bergman and Jean were able to further examine the extent of disproportion in sampling through analyzing all samples published between 2012-2014 in the leading organizational psychology journals - Personnel Psychology, Journal of Applied Psychology, Academy of Management Journal, Journal of Management, Journal of Organizational Behavior, and Journal of Management – the sum of which was 811. By looking into these 811 samples they were able to conclude that only 9% (75 samples) had a focus on "workers who were not executive, professional, or managerial employees, and/or (b) who were low- to medium-skill, and/or (c) who were wage earners rather than salaried"(Bergman, Jean. 2016: 89).

Comparing this statistic with labor force in the United States and the rest of the world, it is clear to see that the way samples are distributed in organizational psychology is not representative of the occupational distribution of the labor force in reality. Bergman and Jean's (2015) claim that laborers and wage earners are under-represented in the literature of

organizational psychology is clearly quite evident leading to considerable disproportion in what we claim to know through organizational psychology.

A Picture Poorly Taken

This gap in the literature leads to several consequences when looking at our current understanding of job satisfaction. Because of our fixation on this smaller segment of professionals in the labor force, we have an "inaccurate picture of workplace experiences" (Bergman. 2016: 90). This might have led to certain phenomena being overlooked, as well as the fact that specific effects that have been found through researching professionals and executive employees, have been used so as to generalize the labor force. This leads to an inaccurate standard against which all other segments of the labor force are compared

"So, if an effect that has been supported for managers, professionals, and executives was found to be different for workers, then the effect would be explained as how workers are "different" rather than discussed as how workers and managers/professionals/executives differ from each other and what factors produce these differences" (Bergman. 2016: 90).

Thus, the field of organizational and industrial psychology is missing out on possible theories, effects and research questions. As such, the opportunities to discover how to improve organizations and their workers job satisfaction are hindered due to this focus on limited segments of the labor force. Where the overall potential contributions that industrial and organizational psychology can have on a society have been restricted.

WEIRD Problems

Other criticisms of job satisfaction and the field of organizational psychology go beyond the disproportionality of sampling in regards to occupations in the labor force and look at criticisms of sampling in regards to their focus on Western countries. In an article,

titled, "The Weirdest People in the World" (Heinrich et al. 2016), the authors point out the disproportionate focus of organizational psychology literature on WEIRD, or Western, Educated, Industrialized, Rich, and Democratic countries. The world's top journals mostly collect samples from these countries and our existing current samples are not representative of the world, in fact, "members of WEIRD societies, including young children, are among the least representative populations one could find for generalizing about humans" (61).

Through their research, it was clear to see that undergraduates in Western countries, and the US in particular, contribute the most to data gathered for the fields of organizational psychology, economics and, other behavioral sciences. Thus the majority of findings collected on job satisfaction as well as other similar topics comes from specified sets of data.

This can be seen in examining a 2008 analysis titled "*The neglected 95%: Why American psychology needs to become less American.*", in which the author examined journals in six sub-disciplines of psychology and found that from 2003 to 2007, 99% of the authors that contributed to the top journals resided in Western countries and 73% of those authors resided in the United States. This had a direct effect on the data that was being collected, where 96% of the samples consisted of people from western industrialized nations, the majority of which, 68%, were American (Arnett. 2016:604).

Critics note that institutions in the US and western countries such as universities typically have more resources to fund research than their counterparts, leading to such a significant disproportion. It also must be noted that in an international survey titled "The Scientific Wealth of Nations" it was revealed that psychology and its sub disciplines consisted of 70% U.S based citations, whereas other sciences such as chemistry had a significantly less 37% of citations come from the U.S. Thus, out of the 19 sciences that the

survey compared, psychology consisted of the largest American based citations and research (Henrich et al. 2016:63).

The consequences of such sampling cannot be ignored, as researchers use their findings in WEIRD countries, specifically the US, to cast a wide generalization on people in general. Researchers have found that often, other than gender and age, samples do not go further in providing other demographic information on what the sample consisted of, ostensibly since, "psychologists would surely bristle if journals were renamed to more accurately reflect the nature of their samples (e.g., *Journal of Personality and Social Psychology of American Undergraduate Psychology Students*)" (Henrich et al. 2016:63).

Humans differ across different parts of the world and the assumptions that have been made through looking at samples gathered from WEIRD countries do not apply to all humans. An example of this is humans' motivation to conform, where a study that was initially conducted in the US, *Effects of Group Pressure Upon the Modification and Distortion of Judgments*, concluded that human's perceive that "they are acting on their own independent resolve and are not conforming" (Asch. 1951:234) (Henrich et al. 2016:71). Later on a meta-analysis that was conducted in different societies including South America, Africa the Middle East etc... conclude that this motivation to conform was much weaker in Western societies compared to the rest of the world.

Therefore, it is clear to see that Organizational Psychology and its assumptions specifically job satisfaction, are not without criticism. Where studies have been able to conclude that a sampling bias does exist and can be seen when looking at the small samples being used as overarching indicators of the human behavior. These small samples are in fact selected slices of executive occupations and westernized countries.

This damning critique puts into question the theories and phenomena's that Organizational Psychology has been able to conclude, and is the basis on which an investigation into Jordanian job satisfaction is necessary so as bridge the gap between Western and Non-Western samples. Thus creating a fully developed and indicative representation of the workforce and of human behavior overall.

Chapter Five: The Jordanian Economy

In order to understand job satisfaction in Jordan, one must first look at Jordan as a country and the Jordanian labor market specifically. Firstly, Jordan is an Arab country in the Middle East with a population of 10,248,069 (CIA World Fact Book, 2017). Of that 10,248,069 population, the labor force is comprised of 2.295 million people (ibid). It has an unemployment rate of 18.2% which can be further deconstructed when looking at the gender gap wherein the unemployment rate amongst females is 22.8% compared to the 12.9% for males (Hewitt). Jordan also has a low GDP growth rate of 2.3%, thus Jordan's economic situation has been in quite a difficult position due to the combination of high unemployment and low economic growth (CIA World Fact Book). It should also be noted that according to The International Labor Organization (ILO) in 2012, the national monthly minimum wage for a Jordanian worker was 268 USD (190 JOD) (Kalan).

These figures are quite distressing and are indicative as to why Jordan is ranked as the 36th worst country in regards to unemployment compared to the United States' considerably better 127th ranking (CIA World Fact Book). To add to that, the Jordanian economy is currently experiencing a period of deflation meaning that if this deflationary period continues firms might be forced to lay off workers and cut wages (World Bank) (Investopedia). Moreover, the percentage of people living under the poverty line in Jordan is 14.2% (World Fact Book). These figures help paint a clear picture of what the Jordanian economy and labor market look like in terms of statistics, however, The International Labor Organization's 2017 report on Jordan can help provide more a more intimate insight.

A Bad Situation Made Worse

The report takes into consideration the strain that the Syrian refugee crisis has had on Jordan, where the country has taken in over 1.3 million refugees since the start of the Syrian Civil War (The Atlantic). It found that Jordan's labor force is split almost evenly with 1,398,030 employed Jordanians and 1,200,000 employed migrant workers in addition to 200,000 employed Syrians. The report also found that non-Jordanian employees have to deal with a number of disadvantageous conditions that directly affect job satisfaction. This includes not being paid on time, not being paid for overtime work, having unsuitable working hours, limited opportunities for growth and promotion, and only having access to primarily labor intensive work. Additionally, it found that, on average, Jordanians are willing to work in any sector provided that the working conditions are adequate (International Labor Organization).

Thus, the already strained Jordanian economy with its high unemployment and low economic growth rates has had further struggles, especially when considering the strain of Syrian refugees and migrant workers. This harsh environment has had a direct effect on payments, working conditions, and the availability of work in different industries. All factors that should be noted when considering job satisfaction in the Hashemite Kingdom of Jordan.

Noting the aforementioned sampling bias in regards to WEIRD countries, it is clear to see that by not including Non-Westernized countries with different social and economic environments in samples, Organizational Psychology cannot claim that the theories derived from bias samples are applicable to the world at large and to situationally unique countries such as Jordan. As I explain in the next chapter, these differences mean that researchers cannot adopt a one-size-fits-all approach to measuring job satisfaction; rather, such existing measures need to be tailored to reflect the local culture and language in order to derive more accurate conclusions on human behavior.

Chapter Six: A Jordanian Approach to Measuring Job Satisfaction

In deciding on which existing survey would provide the most optimal method for researching job satisfaction in Jordan, this paper recommends the use of the *Job Descriptive Index* (JDI). The JDI is well-known amongst organizational psychologists, having been used as the survey of choice for more than half of the articles published in the top seven management/management related journals between 1970 to 1978 including the *Journal of Applied Behavioral Science* and the *Academy of Management Journal* (Yeager. 1981:206). It is the "most widely used measure of job satisfaction extant today" and as such has been extensively tested and accepted for its validity (205).

Why JDI

The reason for the JDI's esteem among psychologists is the care and precession used in developing it. Moreover, it has widely been used in both business and government and has also been able to provide stable results across a number of occupations despite the fact that its development was heavily based on white industrial workers (Golembiewski. 1978:515).

Golembiewski (1978) tested the JDI's validity when looking at its ability to provide accurate results for various demographics. As previously discussed one of the strongest criticisms of the field of organizational psychology and job satisfaction, in particular, is its limited sampling when it comes to non-industrialized countries and occupational levels. Through his research, Golembiewski attempted to uncover whether "The JDI is applicable to a broad range of jobs and to employees with differing demographic characteristics?" (Golembiewski. 1978:515).

Results showed that the JDI's applicability extended to a number of demographics "The JDI taps very much the same dimensions for black and white subjects, while extending that conclusion to a number of other significant demographic characteristics

people bring with them to their jobs. That is, the JDI seems to mean much the same to blacks and whites, males and females, white females and white males, people in high ranks and low, and those who identify with the management group versus those who see themselves as non-management" (518).

Thus proving that the JDI can overcome one of job satisfaction's most significant criticisms, occupational sampling.

Moreover, the JDI manages to include several significant facets of a job in order to make its conclusion. Including the work itself which as discussed previously, is an employee's most important aspect of job satisfaction according to a study by Kovach (1955). Pay, promotional opportunities, supervision, coworkers and the job in general are also all tested and can be applicable to a varying nature of samples thus utilizing the scale's dimensionality.

The JDI has been used in assessing job satisfaction in different areas of the world. A study by Wang (2005) aimed to "examine the measurement equivalence of a popular job satisfaction measure, the Job Descriptive Index, across Chinese and American workers" (709). Sampling 1,664 Americans and 2,638 Chinese employees, the study concluded that the JDI was an equivalent instrument across Eastern and Western cultures. Thus concluding that the JDI is an appropriate and effective measure to examining job satisfaction in Chinese workers. It also concluded that the most prominent issues with cross-cultural examination, differences in attitude, gaps in translation and differences in the perception of formats are not present when examining job satisfaction through the JDI in China (Ibid).

However, a similar study that aimed to test the equivalence of the JDI when translated to Hebrew observed varying results. A key issue that presents itself when using the JDI across cultures is the effect that language may have on the perception of the questions and

results "Individuals who speak different languages live in different worlds; they do not live in the same world with different labels for objects, events, and concepts" (Hulin. 1986:83).

Where cross-cultural research becomes increasingly difficult due to the fact that our learning and experiences have been affected by language. Where scales that have been accurately translated in terms of language, do not necessarily translate well in terms of

"psychometrically equivalent scales" thus highlighting the difficulty in preserving the psychological meaning of original scales. (Ibid).

The study investigated two widely differing cultures, American and Israeli, where the extent of which translation from English to Hebrew can produce the same item was tested. A sample of 1632 individuals from varying occupational levels found that "over two thirds of the items are well-translated, culturally general concepts with equivalent properties in both languages" (89). However, 21 of the items did not produce equivalent responses when translating from English to Hebrew thus showing a significant failure of one third that would invalidate this cross cultural comparison (90). The two thirds of items that were translated well tested promotion, coworkers and supervision, whereas the one third that failed to be equivalent tested pay and work. This is due to the grammatical meaning behind certain translations where for example the word intelligent has varying connotation in the English and Hebrew language

"Intelligent may be used as an adjective or a noun in Hebrew. If used as a noun, it may have derogative connotations. For example, it can be used to describe a person who puts him- or herself above others. Intelligent is singular in the supervision scale and in that form it would be interpreted as an adjective. Therefore, it has no derogative overtones. In contrast, it is plural in the coworker's scale. In this form it can be understood as either an adjective or noun. Consequently, potential confusion exists in the Hebrew version of the co-worker's scale whether this word is supposed to

be derogative or not. The result may have been enough imprecision to cause the item to be biased" (91).

Cultural variations also affected the way certain words, for example, the phrase "highly paid" has different connotations in America and Israel. Israel has a much more equally distributed income than America thus bilingual consultants found that Israeli's were much more likely to check off "highly paid" than Americans as it is "perceived as sufficient income for most expenses meaning that they feel well paid"(ibid).

It is also worth noting that in Israel, jobs in the public sector give promotions and increases in wage based on tenure not merit where job security is also very high and employees are rarely let go. On the other hand, in the US the nature of work is different and employees often receive raises or are promoted based on their merit rather than how long they have been in the organization. These differences go beyond language where the perception of different cultures also plays a role in producing inequivalent results (92).

This difference spills over onto other facets used to value job satisfaction, where it was found that Americans are more likely to endorse the item "challenging" in their evaluations of JDI rather than Israeli's. This is linked to the fact that American's may put more effort to overcome challenging work in order to receive better evaluations that would lead to promotions and pay raises. While Israeli's might regard challenges in work as negative because they are not rewarded based on merit, Americans will view it more favorably (Ibid).

Chapter 7: Translating the JDI

Back Translation One:

In order to assess how differences in language, culture, and environment might affect the way Jordanians would interpret the JDI, the JDI was back translated. Through this process, an English version of the JDI was translated to Arabic, the Arabic translated version was given to another translator to be made back into English, and the original English version was compared to the translated English version for differences and inconsistencies.

The results of the back translation varied, while some words and phrases differed slightly in meaning, others were completely different and would produce inaccurate results. All in all, 42 inaccuracies were identified (highlighted below in yellow) and the variations in meanings were discussed below:

People on Your Present Job	Job in General
Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write: Y for "Yes" if it describes the people with whom you work N for "No" if it does not describe them ? for "?" if you cannot decide ___ Stimulating ___ Boring ___ Slow ___ Helpful ___ Stupid ___ Responsible ___ Likeable ___ Intelligent ___ Easy to make enemies ___ Rude ___ Smart ___ Lazy ___ Unpleasant ___ Supportive ___ Active ___ Narrow interests ___ Frustrating ___ Stubborn	Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write: Y for "Yes" if it describes your job N for "No" if it does not describe it ? for "?" if you cannot decide ___ Pleasant ___ Bad ___ Great ___ Waste of time ___ Good ___ Undesirable ___ Worthwhile ___ Worse than most ___ Acceptable ___ Superior ___ Better than most ___ Disagreeable ___ Makes me content ___ Inadequate ___ Excellent ___ Rotten ___ Enjoyable ___ Poor

The Job Descriptive Index
© Bowling Green State University
1975-2009

The Job In General Scale
© Bowling Green State University
1982-2009

Your Coworkers	The Job in General
Think about your coworkers and your interactions with one another. Write one of these options below next to each adjective: Yes: If the adjective describes your coworkers No: If the adjective does not describe your coworkers ?: If you are unsure whether it describes your coworkers or not	Think about your job and how you would generally describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not
Motivated Boring Slow Cooperative Stupid Take responsibility Likeable Smart Antagonistic Rude Creative Lazy Despised Supporters Energetic Limited in their prospects Annoying Stubborn	Pleasant Bad Great Waste of time Good Undesirable Worth the effort Worse than most jobs Acceptable Fantastic Better than most jobs Unacceptable Pays enough Miserable Excellent Very bad Fun Poor

Page One:

In the first attempt at back translation it is clear to see that some words and phrases while similar do not provide accurate depictions of how a Jordanian taking this survey in Arabic might understand it. Some of these noteworthy distinctions include the words annoying and frustrating which while somewhat similar in sentiment are not exactly equivalent to one another. Unpleasant was translated to despised, which is a word that represents a much higher degree of negativity than what the JDI intended. We also see an inaccurate translation when looking at the word smart being translated to creative which has a very different meaning

Work on Present Job	Pay
Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write	Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word or phrase below, write
Y for "Yes" if it describes your work N for "No" if it does not describe it ? for "?" if you cannot decide	Y for "Yes" if it describes your pay N for "No" if it does not describe it ? for "?" if you cannot decide
..... ___ Fascinating ___ Routine ___ Satisfying ___ Boring ___ Good ___ Gives sense of accomplishment ___ Respected ___ Exciting ___ Rewarding ___ Useful ___ Challenging ___ Simple ___ Repetitive ___ Creative ___ Dull ___ Uninteresting ___ Can see results ___ Uses my abilities	 ___ Income adequate for normal expenses ___ Fair ___ Barely live on income ___ Bad ___ Comfortable ___ Less than I deserve ___ Well paid ___ Enough to live on ___ Underpaid

Your current position	Your Income
Think about your job and how you would describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not	Think about your current income. Write one of these options below next to each adjective: Yes: If the adjective describes your income No: If the adjective does not describe your income ?: If you are unsure whether it describes your income or not
Exciting Monotonous Satisfactory Boring Good Provides feelings of accomplishment Respectable Fun Rewarding Beneficial Challenging Uncomplicated Repetitive Creative Unclear Uninteresting Visible Results Utilizes my abilities	Matches my spending habits Acceptable Not enough Bad Comfortable Less than what I deserve Good Livable I deserve higher pay

Page Two:

The second page of the JDI also produced interesting results. Again while word like exciting and fascinating are similar in sentiment, it is clear to see that they are not equivalent in meaning. "Barely live on income" was translated to "Not enough" which while both present low incomes have two very different meanings in which the JDI asks if one can live on the income even if it's not comfortable and the translated Arabic version has a different meaning of it not being an appropriate amount to live on, comfortably or uncomfortably.

Opportunities for Promotion	Supervision
Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word or phrase below, write Y for "Yes" if it describes your opportunities for promotion N for "No" if it does not describe them ? for "?" if you cannot decide ___ Good opportunities for promotion ___ Opportunities somewhat limited ___ Promotion on ability ___ Dead-end job ___ Good chance for promotion ___ Very limited ___ Infrequent promotions ___ Regular promotions ___ Fairly good chance for promotion	Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write Y for "Yes" if it describes the supervision you get on the job N for "No" if it does not describe it ? for "?" if you cannot decide ___ Supportive ___ Hard to please ___ Impolite ___ Praises good work ___ Tactful ___ Influential ___ Up-to-date ___ Unkind ___ Has favorites ___ Tells me where I stand ___ Annoying ___ Stubborn ___ Knows job well ___ Bad ___ Intelligent ___ Poor planner ___ Around when needed ___ Lazy

(Go on to back page)

Growth Opportunities	Your superior(s)
Think about the growth opportunities available at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your growth opportunities No: If the adjective does not describe your growth opportunities ?: If you are unsure whether it describes your growth opportunities or not	Think about your superior(s) at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your superior(s) No: If the adjective does not describe your superior(s) ?: If you are unsure whether it describes your superior(s) or not
Great opportunities for growth and promotion Limited opportunities for growth and promotion Promotions are based on ability No opportunities for growth and promotion Good opportunities for growth and promotion Very limited opportunities for growth and promotion Promotions rarely occur Promotions constantly occur Good opportunities for growth and promotion	Supportive Difficult to please Impolite Rewards work well done Tactful Effective Progressive Not nice Has favorites Teaches me at my level Annoying Stubborn Knows his job Bad Smart Bad planner There when needed Lazy

Page Three:

Lastly the third page of the JDI, also comes with some misrepresentations. Where while "Opportunities for Promotion" and "Opportunities for Growth" have similar connotations they aren't exact translation. Moreover, the translation suggests that a Jordanian would view the word effective as influential which have completely different meanings

Back Translation 2:

In order to produce more accurate results a second round of back translation based on the previous translations was conducted. The results highlighted in yellow are the words and phrases that remained to be different in meaning, the results highlighted in blue represent the words and phrases that were translated accurately. All in all, the number of inaccuracies decreased from 42 to 23, the results of which are further deconstructed below.

People on Your Present Job	Job in General	People at Your Current Job	The Job in General
Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write Y for "Yes" if it describes the people with whom you work N for "No" if it does not describe them ? for "?" if you cannot decide	Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write Y for "Yes" if it describes your job N for "No" if it does not describe it ? for "?" if you cannot decide	Think about your coworkers and your interactions with one another. To what extent do each of these adjectives describe these people: Yes: If the adjective describes your coworkers No: If the adjective does not describe your coworkers ?: If you are unsure whether it describes your coworkers or not	Think about your job and how you would generally describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not
..... ___ Stimulating ___ Boring ___ Slow ___ Helpful ___ Stupid ___ Responsible ___ Likeable ___ Intelligent ___ Easy to make enemies ___ Rude ___ Smart ___ Lazy ___ Unpleasant ___ Supportive ___ Active ___ Narrow interests ___ Frustrating ___ Stubborn	 ___ Pleasant ___ Bad ___ Great ___ Waste of time ___ Good ___ Undesirable ___ Worthwhile ___ Worse than most ___ Acceptable ___ Superior ___ Better than most ___ Disagreeable ___ Makes me content ___ Inadequate ___ Excellent ___ Rotten ___ Enjoyable ___ Poor	Motivating Boring Slow Helpful Stupid Take responsibility Likeable Intelligent Easy to be there enemy Rude Innovative Lazy Hated Supporters Active Limited in their prospects Frustrating Stubborn	Pleasant Bad Great Waste of time Good Undesirable Worth the effort Worse than most jobs Acceptable Grand Better than most jobs Unacceptable Makes me feel content Poor Excellent Very bad Fun Poor
The Job Descriptive Index © Bowling Green State University 1975-2009	The Job In General Scale © Bowling Green State University 1982-2009		

Page One:

This page saw a significant decrease in the number of inaccuracies 6 out of the 17 inaccuracies being amended. The Arabic language provides varying methods in translation, where while some meanings need to be conveyed through an entire phrase in English, the Arabic language can sum it up in one word. Examples of these include the translation of the JDI's "Responsible" to "Takes Responsibility", inaccuracies like these while noted would not change the meaning behind what the JDI intends to achieve, the same can be applied to the JDI's "Worthwhile" and the translated "Worth the Effort".

Other words however remained to have somewhat varying meanings. The JDI's "Rotten" was translated to "Very Bad" as in order to achieve the exact translation the Arabic word used would have had to have been rotten referring to decay and not the unpleasant nature of the word that the JDI intends to convey. The same can be said about the words "Motivating" and "Stimulating" as the Arabic word for motivating can be applied to both terms.

In regards to phrases that would have very much altered a Jordanians understanding and responses to the JDI. The phrase "Narrow Interests" being translated to "Limited in Their Prospects" is somewhat accurate when looking at the words "Narrow" and "Limited" however, this accuracy is lost as while the words "Interest" and "Prospect" while these words are somewhat similar in the Arabic language, they could lead to a misinterpretation regarding growth or prospects rather than the JDI's intended interest. The same can be said in when looking at the varying degrees of what an English word means when translated to Arabic. The JDI's "Unpleasant" being translated to "Hated" and the word "Disagreeable" being translated to "Unacceptable" for example while similar in meaning very much differ in degree and would produce different an inaccurate results if given to a Jordanian.

Work on Present Job	Pay
Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write	Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word or phrase below, write
Y for "Yes" if it describes your work N for "No" if it does not describe it ? for "?" if you cannot decide	Y for "Yes" if it describes your pay N for "No" if it does not describe it ? for "?" if you cannot decide
..... ___ Fascinating ___ Routine ___ Satisfying ___ Boring ___ Good ___ Gives sense of accomplishment ___ Respected ___ Exciting ___ Rewarding ___ Useful ___ Challenging ___ Simple ___ Repetitive ___ Creative ___ Dull ___ Uninteresting ___ Can see results ___ Uses my abilities	 ___ Income adequate for normal expenses ___ Fair ___ Barely live on income ___ Bad ___ Comfortable ___ Less than I deserve ___ Well paid ___ Enough to live on ___ Underpaid

Page Two:

Working at your current job	Your Income
Think about your job and how you would describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not	Think about your current income. Write one of these options below next to each adjective: Yes: If the adjective describes your income No: If the adjective does not describe your income ?: If you are unsure whether it describes your income or not
Exciting Routine Satisfactory Boring Good Provides feelings of accomplishment Respectable Interesting Rewarding Useful Challenging Simple Repetitive Creative Dull Uninteresting Visible Results Utilizes my abilities	Income enough for regular spending Acceptable Not enough anymore Bad Comfortable Less than what I deserve Good Livable I deserve more

The second page of the JDI also saw a significant 50% decrease in inaccuracies when back translated for the second time. It is interesting to note that the word "Fascinating" was translated to "Exciting" when going from English to Arabic. But that the word "Exciting" was translated to "Interesting", while all these words are somewhat similar in connotation especially when looking at how they're viewed in Arabic, these varying translations would have also provided varying results when evaluating a Jordanian populations' job satisfaction. The same can also be said for the word "Fair" being translated to "Acceptable" and "Underpaid" being translated to "I Deserve More". Which could also produce inaccurate results regarding Jordanian workers understanding of the JDI.

Opportunities for Promotion	Supervision
Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word or phrase below, write	Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write
Y for "Yes" if it describes your opportunities for promotion N for "No" if it does not describe them ? for "?" if you cannot decide	Y for "Yes" if it describes the supervision you get on the job N for "No" if it does not describe it ? for "?" if you cannot decide
..... ___ Good opportunities for promotion ___ Opportunities somewhat limited ___ Promotion on ability ___ Dead-end job ___ Good chance for promotion ___ Very limited ___ Infrequent promotions ___ Regular promotions ___ Fairly good chance for promotion	 ___ Supportive ___ Hard to please ___ Impolite ___ Praises good work ___ Tactful ___ Influential ___ Up-to-date ___ Unkind ___ Has favorites ___ Tells me where I stand ___ Annoying ___ Stubborn ___ Knows job well ___ Bad ___ Intelligent ___ Poor planner ___ Around when needed ___ Lazy

(Go on to back page)

Promotion Opportunities	Supervisor
Think about the promotion opportunities available at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your growth opportunities No: If the adjective does not describe your growth opportunities ?: If you are unsure whether it describes your growth opportunities or not	Think about the type of supervision at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your superior(s) No: If the adjective does not describe your superior(s) ?: If you are unsure whether it describes your superior(s) or not
Great opportunities for growth and promotion Limited opportunities for growth and promotion Promotions are based on ability No opportunities for growth and promotion Good opportunities for growth and promotion Very limited opportunities for growth and promotion Promotions rarely occur Promotions regularly occur Good chance for promotion	Supportive Hard to please Impolite Encourage good work Tactful Effective Progressive Unkind Has favorites Teaches me at my level Annoying Stubborn Knows his job Bad Smart Bad planner There when needed Lazy

Page Three:

The third page of the survey proved to be the most accurate with 7 out of the 11 inaccuracies being amended. The word "Supervision" being translated to "Supervisor" is a result of both words being interchangeable in the Arabic language. There were some inaccuracies when looking at the word "Praise" being translated to "Encourage" as well as "Up to Date" being translated to "Progressive" while these words seem similar on the surface, it is clear to see that the Jordanian understanding of the JDI would have been skewed with the current translations. Lastly a clear difference must be noted when looking at the term "Influential" being translated to "Effective" where the Arabic term can be applied to both of these words.

Lost in Translation Results of Back Translation:

This back translation demonstrates the importance of taking into account the varying effects of language, culture, and translation when doing cross-cultural research. The JDI, while a powerful tool for assessing job satisfaction, remains to be a western instrument that must be adjusted linguistically in order to accurately assess Jordanian workers' responses.

Conducting the first round of back translation revealed 42 differences between the original English and the translated Arabic versions. Through a second round of back translations the number of differences decreased to 23, while this decrease is significant the fact remains that with 23 inaccuracies the JDI must be further amended before being used as an accurate tool for measuring job satisfaction.

Further, this translated version must be distributed and tested amongst Jordanian workers as varying results will reveal additional inaccuracies that an accurately translated instrument alone cannot identify. Specific environmental, economic, and political aspects of the Jordanian labor market will affect the way the JDI is interpreted by these workers. Moreover, with additional testing, the results could reveal certain questions that should be added in order to paint a more robust and concrete of job satisfaction within the Kingdom of Jordan specifically.

Conclusion:

In this thesis, an extensive and encompassing approach is used in order to define the concept of job satisfaction and its history. This approach represents the evolution of job satisfaction through time where the development of the term has shaped its definition and the advancing methods used in measuring job satisfaction today.

The first and second chapters explore these definitions and identify the different ways job satisfaction has been measured i.e. faceted, global etc... revealing the complexities that arise when attempting to measure a concept that's definition continues to be questioned and critiqued. While Locke's definition is most frequently used an in depth look at the history has led me to believe that as time goes on and the nature of work and jobs changes so will this definition and the methods used in its measurement.

The third chapter approaches job satisfactions history in terms of advancements in which the earliest experiments are presented in order to highlight the innovations of the concept in the 19th and 20th century. This leads to an overview of how job satisfaction is studied today in which work-life spillover is investigated prompting a further look into how job satisfaction may differ across different segments and cultural attitudes i.e. do people work to live or live for their work? Does this differ across countries and generations? And will the relationship between work and life change as time goes on?

Chapter four sets forth the basis that prompted this thesis's investigation where a review of the theories and phenomena discovered through assessing job satisfaction reveals a critical and damning analysis of the sampling biases that have resulted in the mismeasurement of job satisfaction. Where data gathered in primarily executive occupations and Western countries cannot claim to encompass overarching and generalized theories, but limits our understanding of we know about humans and human behavior.

This leads to the fifth chapter in which Jordan is explored, not only as a Non-Western country but as a unique economy and labor market. In which its struggles as a nation and the reality of the upheaval in its region i.e. the Syrian refugee crisis, present a unique sample that cannot be compared to the normative theories and phenomena's that organizational psychology has created in the past. This is further elaborated upon in the sixth chapter where interpreting the JDI is explored through China and Israel in which the cultural and linguistic variations between countries presents a solid argument for the need for cross-cultural research.

Thus, a critical need to address this sampling bias is identified. Where Chapter 7 begins to understand how to assess job satisfaction in Jordan through a critical review and back translation of the Job Description Index. This back translation was conducted to reveal the linguistic and cultural inaccuracies that come when undertaking cross-cultural research. Therefore, a solid and well addressed starting point for such research is created in order to begin to accurately measure the differences in job satisfaction between the United States and Jordan.

This research is critical in eliminating the inaccuracies and biases of previous sampling. Where if I were to receive funding, a linguistically and culturally well interpreted JDI would be created, distributed and tested in order to expand on the restricted samples collected by organizational psychologists previously and create world encompassing samples that accurately reflect theories of human behavior, in regards to job satisfaction.

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Appendix:

The JDI:

People on Your Present Job	Job In General
Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase below, write	Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write
<u>Y</u> for "Yes" if it describes the people with whom you work <u>N</u> for "No" if it does not describe them <u>?</u> for "?" if you cannot decide	<u>Y</u> for "Yes" if it describes your job <u>N</u> for "No" if it does not describe it <u>?</u> for "?" if you cannot decide
.....	
☐ Stimulating	☐ Pleasant
☐ Boring	☐ Bad
☐ Slow	☐ Great
☐ Helpful	☐ Waste of time
☐ Stupid	☐ Good
☐ Responsible	☐ Undesirable
☐ Likeable	☐ Worthwhile
☐ Intelligent	☐ Worse than most
☐ Easy to make enemies	☐ Acceptable
☐ Rude	☐ Superior
☐ Smart	☐ Better than most
☐ Lazy	☐ Disagreeable
☐ Unpleasant	☐ Makes me content
☐ Supportive	☐ Inadequate
☐ Active	☐ Excellent
☐ Narrow interests	☐ Rotten
☐ Frustrating	☐ Enjoyable
☐ Stubborn	☐ Poor
The Job Descriptive Index © Bowling Green State University 1975-2009	The Job In General Scale © Bowling Green State University 1982-2009

Work on Present Job	Pay
Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word or phrase below, write	Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word or phrase below, write
<u>Y</u> for "Yes" if it describes your work <u>N</u> for "No" if it does not describe it <u>?</u> for "?" if you cannot decide	<u>Y</u> for "Yes" if it describes your pay <u>N</u> for "No" if it does not describe it <u>?</u> for "?" if you cannot decide
..... ☐ Fascinating ☐ Routine ☐ Satisfying ☐ Boring ☐ Good ☐ Gives sense of accomplishment ☐ Respected ☐ Exciting ☐ Rewarding ☐ Useful ☐ Challenging ☐ Simple ☐ Repetitive ☐ Creative ☐ Dull ☐ Uninteresting ☐ Can see results ☐ Uses my abilities	 ☐ Income adequate for normal expenses ☐ Fair ☐ Barely live on income ☐ Bad ☐ Comfortable ☐ Less than I deserve ☐ Well paid ☐ Enough to live on ☐ Underpaid

Opportunities for Promotion

Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? In the blank beside each word or phrase below, write

- Y for "Yes" if it describes your opportunities for promotion
N for "No" if it does not describe them
? for "?" if you cannot decide
-

- ☐ Good opportunities for promotion
- ☐ Opportunities somewhat limited
- ☐ Promotion on ability
- ☐ Dead-end job
- ☐ Good chance for promotion
- ☐ Very limited
- ☐ Infrequent promotions
- ☐ Regular promotions
- ☐ Fairly good chance for promotion

Supervision

Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word or phrase below, write

- Y for "Yes" if it describes the supervision you get on the job
N for "No" if it does not describe it
? for "?" if you cannot decide
-

- ☐ Supportive
- ☐ Hard to please
- ☐ Impolite
- ☐ Praises good work
- ☐ Tactful
- ☐ Influential
- ☐ Up-to-date
- ☐ Unkind
- ☐ Has favorites
- ☐ Tells me where I stand
- ☐ Annoying
- ☐ Stubborn
- ☐ Knows job well
- ☐ Bad
- ☐ Intelligent
- ☐ Poor planner
- ☐ Around when needed
- ☐ Lazy

(Go on to back page)

JDI Translated to English 1:

Your Coworkers	The Job in General
Think about your coworkers and your interactions with one another. Write one of these options below next to each adjective: Yes: If the adjective describes your coworkers No: If the adjective does not describe your coworkers ?: If you are unsure whether it describes your coworkers or not	Think about your job and how you would generally describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not
Motivated Boring Slow Cooperative Stupid Take responsibility Likeable Smart Antagonistic Rude Creative Lazy Despised Supporters Energetic Limited in their prospects Annoying Stubborn	Pleasant Bad Great Waste of time Good Undesirable Worth the effort Worse than most jobs Acceptable Fantastic Better than most jobs Unacceptable Pays enough Miserable Excellent Very bad Fun Poor

Your current position	Your Income
Think about your job and how you would describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not	Think about your current income. Write one of these options below next to each adjective: Yes: If the adjective describes your income No: If the adjective does not describe your income ?: If you are unsure whether it describes your income or not
Exciting Monotonous Satisfactory Boring Good Provides feelings of accomplishment Respectable Fun Rewarding Beneficial Challenging Uncomplicated Repetitive Creative Unclear Uninteresting Visible Results Utilizes my abilities	Matches my spending habits Acceptable Not enough Bad Comfortable Less than what I deserve Good Livable I deserve higher pay

Growth Opportunities	Your superior(s)
Think about the growth opportunities available at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your growth opportunities No: If the adjective does not describe your growth opportunities ?: If you are unsure whether it describes your growth opportunities or not	Think about your superior(s) at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your superior(s) No: If the adjective does not describe your superior(s) ?: If you are unsure whether it describes your superior(s) or not
Great opportunities for growth and promotion Limited opportunities for growth and promotion Promotions are based on ability No opportunities for growth and promotion Good opportunities for growth and promotion Very limited opportunities for growth and promotion Promotions rarely occur Promotions constantly occur Good opportunities for growth and promotion	Supportive Difficult to please Impolite Rewards work well done Tactful Effective Progressive Not nice Has favorites Teaches me at my level Annoying Stubborn Knows his job Bad Smart Bad planner There when needed Lazy

JDI Translated to Arabic 1:

الوظيفة بشكل عام	الناس في وظيفتك الحالية
فكر في وظيفتك. كيف تصفها بشكل عام. اكتب ١٠ ما يلي الى نعم: اذا كانت تصف وظيفتك لا: اذا كانت لا تصف وظيفتك ؟: اذا كنت غير متأكد	فكر في معظم الناس الذين تعمل معهم او تتعامل معهم باستمرار بحكم وظيفتك. ما مدى تناسب وصف المصطلحات لهؤلاء الناس. نعم: اذا كانت تصف الناس الذين تعمل معهم لا: اذا كانت لا تصف الناس الذين تعمل معهم ؟: اذا كنت غير متأكد
- لطيفة - سيئة - - مضيعة للوقت - جيدة - غير مرغوب بها - - - عظيمة - - غير مقبولة - - هزيلة - - سيئة للغاية - - فقيرة	- محقرين - مملين - بطيئين - متعاونين - اغبياء - يتحملون المسؤولية - محبوبين - اذكاء - هل ان تكون عدوهم - وفحين - بارعين - كسولين - مكروهين - داعمين - نشيطين - آفاقهم محدودة - مستقرين - عنيدين
فرص الترقية	فرص الترقية
فكر في فرص الترقية المتاحة. ما مدى تناسب المصطلحات التالية لوصف ذلك؟ ضع بجانب كل نعم: اذا كانت تصف فرص الترقية لا: اذا كانت لا تصفهم ؟: اذا كنت لا تستطيع ان تقرر	فكر في فرص الترقية المتاحة. ما مدى تناسب المصطلحات التالية لوصف ذلك؟ ضع بجانب كل نعم: اذا كانت تصف فرص الترقية لا: اذا كانت لا تصفهم ؟: اذا كنت لا تستطيع ان تقرر
- فرص ممتازة للترقية - - الترقية حسب المقدر - لا فرصة للترقية - فرصة جيدة للترقية - - ترقيات قليلة - ترقيات مستمرة - فرصة جيدة للترقية	- - - غير مؤدب - يثني على العمل الجيد - - - - غير لطيف - له تفضيلات - يعلمني بمستواي الحقيقي - - عنيد - يعرف عمله - - - موجود عند الحاجة له -

JDI Translated to English 2:

People at Your Current Job	The Job in General
Think about your coworkers and your interactions with one another. To what extent do each of these adjectives describe these people: Yes: If the adjective describes your coworkers No: If the adjective does not describe your coworkers ?: If you are unsure whether it describes your coworkers or not	Think about your job and how you would generally describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not
Motivating Boring Slow Helpful Stupid Take responsibility Likeable Intelligent Easy to be there enemy Rude Innovative Lazy Hated Supporters Active Limited in their prospects Frustrating Stubborn	Pleasant Bad Great Waste of time Good Undesirable Worth the effort Worse than most jobs Acceptable Grand Better than most jobs Unacceptable Makes me feel content Poor Excellent Very bad Fun Poor

Working at your current job	Your Income
Think about your job and how you would describe it. Write one of these options below next to each adjective: Yes: If the adjective describes your job No: If the adjective does not describe your job ?: If you are unsure whether it describes your job or not	Think about your current income. Write one of these options below next to each adjective: Yes: If the adjective describes your income No: If the adjective does not describe your income ?: If you are unsure whether it describes your income or not
Exciting Routine Satisfactory Boring Good Provides feelings of accomplishment Respectable Interesting Rewarding Useful Challenging Simple Repetitive Creative Dull Uninteresting Visible Results Utilizes my abilities	Income enough for regular spending Acceptable Not enough anymore Bad Comfortable Less than what I deserve Good Livable I deserve more

Promotion Opportunities	Supervisor
Think about the promotion opportunities available at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your growth opportunities No: If the adjective does not describe your growth opportunities ?: If you are unsure whether it describes your growth opportunities or not	Think about the type of supervision at your job. Write one of these options below next to each adjective: Yes: If the adjective describes your superior(s) No: If the adjective does not describe your superior(s) ?: If you are unsure whether it describes your superior(s) or not
Great opportunities for growth and promotion Limited opportunities for growth and promotion Promotions are based on ability No opportunities for growth and promotion Good opportunities for growth and promotion Very limited opportunities for growth and promotion Promotions rarely occur Promotions regularly occur Good chance for promotion	Supportive Hard to please Impolite Encourage good work Tactful Effective Progressive Unkind Has favorites Teaches me at my level Annoying Stubborn Knows his job Bad Smart Bad planner There when needed Lazy

JDI Translated to Arabic 2:

الوظيفة بشكل عام	الناس في وظيفتك الحالية
فكر في وظيفتك. كيف تصفها بشكل عام. اكتب ١٠ ما يلي الى نعم: اذا كانت تصف وظيفتك لا: اذا كانت لا تصف وظيفتك ؟: اذا كنت غير متأكد	فكر في معظم الناس الذين تعمل معهم او تتعامل معهم باستمرار بحكم وظيفتك. ما مدى تناسب وصف المصطلحات لهؤلاء الناس. نعم: اذا كانت تصف الناس الذين تعمل معهم لا: اذا كانت لا تصف الناس الذين تعمل معهم ؟: اذا كنت غير متأكد
- لطيفة - سيئة - متعاون - مضحية للوقت - جيدة - غير مرغوب بها - محبوب - اذكى - سهل ان تكون عدوهم - وقح - بارع - كسول - مكروه - داعم - نشيط - آفاقهم محدودة - مستفز - عنيد	- محفز - ممل - بطيئ - متعاون - اغباء - يتحملون المسؤولية - محبوبين - اذكاء - سهل ان تكون عدوهم - وقحين - بارعين - كسولين - مكروهين - داعمين - نشيطين - آفاقهم محدودة - مستفزين - عنيدين
العمل في الوظيفة الحالية	فكر فيما تجنيه الآن. ما مدى تناسب المصطلحات التالية
فكر في الوظيفة التي تعمل بها. ما مدى تناسب المصطلحات التالية لوصف وظيفتك؟ ضع بجانب كل مصطلح واحدة من نعم: اذا كانت تصف وظيفتك لا: اذا كانت لا تصف وظيفتك ؟: اذا كنت لا تستطيع ان تقرر	فكر فيما تجنيه الآن. ما مدى تناسب المصطلحات التالية نعم: اذا كانت تصف وظيفتك لا: اذا كانت لا تصف وظيفتك ؟: اذا كنت لا تستطيع ان تقرر
- مذهلة - روتينية - مرضية - جيدة - غير ممتعة - ممتعة - مبهمة - بها تحدي - بسيطة - باهتة - غير ممتعة - النتائج مرئية -	- الدخول يتناسب مع الصرف العادي - لا يكاد يكفي - مريح - جيد - يكفي للعيش -

فرص الترقية	الفرص المتاحة
فكر في فرص الترقية المتاحة. ما مدى تناسب المصطلحات التالية لوصف ذلك؟ ضع بجانب كل مصطلح ما يلي: نعم: إذا كانت تصف فرص الترقية لا: إذا كانت لا تفهم ؟: إذا كنت لا تستطيع أن تقرر	من المصطلحات التالية ما يلي: نعم: إذا كانت تصف فرص الترقية لا: إذا كانت لا تفهم ؟: إذا كنت لا تستطيع أن تقرر
- فرص ممتازة للترقية - فرص جيدة للترقية - الترقية حسب المقدرة - لا فرصة للترقية - فرصة جيدة للترقية - فرص قليلة - ترقية مستمرة - فرصة جيدة للترقية	- غير مؤدب - يثني على العمل الجيد - غير لطيف - له تفضيلات - يعلمني بمستواي الحقيقي - عنيد - يعرف عمله - موجود عند الحاجة له